Special Orientation to CIA

Course No. 1-76

30 August to 10 September 1976

INTELLIGENCE INSTITUTE

OFFICE OF TRAINING

Staff

25X1A

Cochairman
Cochairman
Administrative Support
Training Assistant

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COURSE OBJECTIVES

Upon completion of this special orientation, the student will:

- --Have a fundamental understanding of CIA, its organization and functions as well as its relationship to the Intelligence Community.

- --Have a basic knowledge of the intelligence process and the interaction that occurs among its several components, especially analysis, production and presentation.

- --Understand the contribution of intelligence to decision-making at the executive level and to supporting the executive level in carrying out national policy.

- --Have a working knowledge of the logic and structure of the operational records system, including name traces.

MONDAY - 30 August   25X1A

0845-0930   Introductory Briefing

Course objectives and administrative procedures are covered.

                                                       25X1A

0930-1030   Intelligence Activities in a
                 Democratic Society

The recent Congressional hearings and wide coverage in the media of CIA raise some challenges to continued effective Agency activities. In the light of these exposures, the speaker gives his views on the challenge of operating an effective intelligence system in our society.

1030-1215   Videotape: Scientific Intelligence
                 in World War II

Many of the tenets and practices that underlie intelligence work today were developed in World War II. This film illustrates how finished intelligence--based on and including a meshing of information requirements, all-source collection, analysis, and appropriate methods of presentation--affects policy decisions.

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1315-1445   The Intelligence Cycle

With the preceding film as a backdrop, U.S. positive foreign intelligence is presented as a continuous process involving close interaction between the policy-level user of foreign intelligence and collectors and analysts. This process is referred to as the "intelligence cycle." In this cycle, policy formulation, decisions, and implementation are directly affected by the timeliness and quality of intelligence responses and appraisals. The policymakers' high regard for intelligence is reflected by their constant call for new information and analysis.

1445-1630   Required Reading and Discussion   <u>Staff</u>

Selected Terms and Abbreviations (C)

The Organization of CIA (S)

Comments Made During the Swearing-In
Ceremony of the Deputy Director of
Central Intelligence (UNCL)

DCI Memorandum - Guiding Principles
of the Intelligence Community (UNCL)

Chart - The National Security Council
System (OUO)

Book IV of Senate Committee Report on
Intelligence Activities, pp. 1-103,
"History of the Central Intelligence
Agency" (UNCL)

<u>TUESDAY, 31 August</u>   25X1A

0900-1030   Missions and Functions of CIA   ██████████

CIA's role in the collection and analysis of positive foreign
intelligence is discussed by the speaker. Overt and covert
means of collection and the broad areas of "finished intelli-
gence" production--political, biographic, economic, military,
scientific and technical--as well as the Agency Directorates
and components responsible for these activities will be
surveyed. Related research and development and support
functions and offices are also addressed.

                                                     25X1A

1030-1200   CIA, the Intelligence Community   ██████████
             and the National Security
             Decision-Making Process

Recent reorganization under the President's Executive Order
of 18 February 1976 reflects increased concern for the
intelligence community concept. Our speaker will discuss
the CIA as a member of the Intelligence Community, the
Director as the Community leader, and the new structure of
the Intelligence Community and its role in support to the
national policy-maker.

25X1A

1300-1430   Current Intelligence Reporting

Current intelligence reporting--intelligence support to policy and decision-makers that occurs on a daily, sometimes hourly, basis--will be discussed. Such support covers political, economic, scientific, and strategic areas. Transmission is achieved through formal publications, briefings, telephonic, and electronic means. Quick response to queries from senior government officials is one aspect of current reporting; alerting them to news of changing situations is another. Avoiding surprises is a major driving force.

25X1A

1430-1600   Intelligence Research and
                           In-Depth Analysis

In contrast to time-dominated current intelligence reporting, in-depth analysis and research may extend over a period of a year or more before a finished paper is produced. These products may involve long-range political trends of a single country or the impact of weather changes on global food production. In this instance, the value and techniques of strategic military research will be examined as an example of this activity.

WEDNESDAY, 1 September   **25X1A**

0900-1030   Imagery Analysis

The importance to intelligence of aerial photography and other imagery will be the subject of this presentation. The speaker will explain the distinct functions of the Imagery Analysis Service (IAS) and the National Photographic Interpretation Center (NPIC). Vu-graphs will be used to demonstrate the arts of the photo interpreter and his contribution to analysis as well as to collection.

1030-1200   Required Reading and Discussion   Staff

                           CIA Intelligence Support for
                           Foreign and National Security
                           Policy-Making (S)

                           Intelligence for the Policy
                           Chiefs (S/NFD)

                           Guideline to the National
                           Intelligence Community's
                           Production Organizations and
                           Their Products (S/NFD)

1300-1330 Videotape: Director George Bush

A presentation of the Director's comments to a recent CIA audience on the health of the Agency.

25X1A

1330-1500 Presentation of the Finished
       Intelligence Product

The key steps, from inception to publication, of the Agency's finished intelligence will be covered. Emphasis will be on the coordination process and the detailed review of drafts and their editing. All major serial issuances of the production offices of both the Directorate of Intelligence and the Directorate of Science and Technology will be enumerated, as well as the purposes of each publication, its contents and orientation.

After completing the overview of the topic, copies of all the publications will be available for review and reading. These publications may also be read during the next Required Reading period.

25X1A

1500-1600 Principles of Agency Writing

Key approaches to the Agency's methods of writing for intelligence are discussed. This lecture does not involve operational writing procedures. Covered are the uses of definitional, organizational and logic techniques in Agency writing and a summarization of the writing viewpoints of the Agency's intelligence production offices.

THURSDAY, 2 September

25X1A

0900-1030 Information Requirements

The establishment of collection goals and work priorities for both collectors and analysts is one of the most important and frustrating tasks of resource managers. During this session, the formal and informal structures for determining what to collect will be explored. Special emphasis will be given the Committee on Imagery Requirements and Exploitation as an example of the formal structure.

| 1030-1200 | Required Reading and Discussion | Staff |

Representative samples of
intelligence publications

Scientific and Technical
Intelligence Analysis (S)

Another View of S and T
Analysis (S)

25X1A

| 1300-1600 | Intelligence Writing Exercise |

*This three-hour session begins with a short lecture on Agency
techniques and usages in constructing introductory summaries,
their importance to the reader and the writer, and their
value as a time-saving mechanism. After the lecture, the
students are given a finished intelligence report from which
the introductory summary has been removed. They are then
asked to write their own version of such a summary. On
completion of this task, the instructor reviews the exercises
and furnishes each student with individual counseling on his
performance.*

FRIDAY, 3 September

25X1A

| 0900-1030 | Administrative Support to the
Intelligence Mission |

*The Agency's extensive support services, ranging from the
provision of routine office supplies to highly sophisticated,
complex worldwide communication, will be surveyed. Major
administrative problems facing CIA and the ways in which
we are seeking to handle them will also be discussed.*

| 1030-1200 | Required Reading and Discussion | Staff |

The Directorate of Operations (S)

Perspectives for Intelligence,
1976-1981 (S/NFD)

1300-1400   Preparation Time for Briefings

This time is to be utilized to prepare for a short briefing to be given by each member of the group. The briefing should focus on any aspect of the preceding four-and-a-half days' activities, including the required reading material. Focus may be on a single topic, e.g., organization of the Agency, or may be a summary presentation of several or all lectures, or the group may jointly select individual relevant topics and present them as "team briefings."

1400-1600   Individual Briefings   Members of
                                            the Training
                                            Group

MONDAY, 6 September   HOLIDAY

TUESDAY, 7 September   25X1A

0900-1000   Introduction to Operations

The use of agents will be discussed as a mode of collection uniquely geared to obtaining information on the secret intentions of foreign government leaders. Concepts of foreign information collection and covert action will be reviewed in the perspective of changing requirements of U.S. foreign policy and shifts in intelligence needs.

                                                 25X1A

1000-1600   Operational Records

Comprehensive records of collected information are an important tool of an intelligence organization, and the ability to retrieve quickly this stored data upon request is essential for effective operations. To accomplish this, the Directorate of Operations has developed a uniform system for the storage and retrieval of information of operational interest to the clandestine service and the Agency as a whole.

During the next three days, a complete review of this critical system will be undertaken. How the Directorate's records system works, what it contains, what it can and cannot do, its role in operations and intelligence production, and the responsibility and role of each officer to the system are all emphasized. Some limited practical experience will also be gained by a step-by-step review of the actual processes used, from input after collection and research, using the various elements of the system through production of a report.

WEDNESDAY, 8 September

0900-1600   Operational Records
              (Continued)

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THURSDAY, 9 September

0900-1600   Operational Records
              (Continued)

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FRIDAY, 10 September

25X1A

1030-1200   Intelligence: Consumers and
              Policy Implications

The speaker, a senior operations officer, will use his experience in Washington and abroad to discuss the use of intelligence by policy and decision-makers. He will discuss some of the ways finished intelligence gets to decision-makers and some of the realities of the relationship between intelligence and policy.

1200   Closing Remarks, Course Evaluation
           and Lunch